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RESEARCH ARTICLE

JOB SATISFACTION INDICATOR ON CAREER CHANGE INTENTION OF NON TEACHING STAFF MOI UNIVERSITY ELDORET MUNICIPALITY, KENYA

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ABSTRACT

Career change is an issue of concern to institutions given the huge costs related to lost productivity, hiring and training of employees. This study examined the effect of job satisfaction on non teaching staff career change intention in Moi University Eldoret Municipality Kenya. The objective of this study was to; establish the effect of remuneration on non teaching staff career change intention. This study was based on survey research design. Individual elements were selected using stratified, systematic random sampling and the sample size determination was based on Nassiuma method. Data analysis was based on frequencies, percentages, spearman correlation and ordinal regression. The findings indicated that; Remuneration had a significant relationship with non teaching staff career change intention. The findings indicated that non teaching staff considered remuneration as a critical indicator of their perception of job satisfaction. This study concludes that job satisfaction indicator as perceived by non teaching staff had a higher impact on career change intention. Arising from the conclusion of this study, it is recommended that, the institution pay reasonable salaries to its employees, which continue to act as a constraint to performance of its staff resulting to career change intention.

INTRODUCTION

The Herzberg's two factor theory suggests that organisations that have assessed job satisfaction indicators could retain existing employees and develop good human resources in the organisation continuum [2]. Salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people [4]. Research has shown that monetary compensation is one of the most significant variables in explaining job satisfaction [14]. This scenario could be relevant in the Moi university non teaching staff career intention. There are a number of factors that need to be addressed in order for Moi university non teaching staff to be satisfied thus not consider changing career. Hence it is the interest of all stakeholders that Moi university non teaching staff be satisfied in order to stem their production in Kenya.

HYPOTHESIS

Research has shown that remuneration is one of the most significant variables in explaining job satisfaction [14]. Variables considered in this study to indicate remuneration were: satisfaction with the pay received, pay relating to input given to the institution, rewards received, pay coinciding with education level, pay fully supporting one's needs and number of pay increases. Therefore, this research tests the effect of job satisfaction on non teaching staff career change intention in Moi University Eldoret Municipality Kenya.

Therefore, the hypothesis for this study was formulated as follow:

Ho_{1a} There is no statistically significant relationship between remuneration and non teaching staff not considering making a career change.

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Ho_{1b} There is no statistically significant relationship between remuneration and non teaching staff considering making a career change.

MATERIALS AND METHODS

This study was conducted in Eldoret Municipality, as defined by the respective municipality boundary. The study examined 13 Schools in Moi University Eldoret Municipality. This study was based on a survey research design, given that a survey research design is a common strategy in business and management research. The respondents in this study were non teaching staffs. Survey facilitates collection and analysis of a given set of characteristics in a population and allows collection of a large amount of data from a population in a highly economical way. Surveys involve asking questions, interviewing and observations, which form the basis for deriving information (Saunders *et al.*, [11]; [5]; [7]; [15]. The target population for this study consisted of 534 non teaching staffs drawn from 13 Schools in Moi University Eldoret Municipality. The sample size the study was 158 respondents. The sample size determination, for this study was based on Nassiuma [8], formula for calculating the minimum sample size required. The researcher with the aid of a research assistant administered 158 questionnaires, 6 were dropped due to non teaching staff's inability to fill the questions. The size of the sample stands to 152 with a response rate of (96%). The individual elements for this study were selected from the sampling frame using probability technique because representative samples could help in achieving the goals of the study. Stratified and systematic sampling technique was used in this study. A pilot test was conducted to test the reliability and validity of the data collection instruments. A sample size of 30 respondents was used for statistical analysis as a rule of thumb suggested by [11]. Pilot testing assisted in refining and revising data collection instruments [7]. Data collected

through pilot study was analysed and provided insights that needed to be changed. The results also provided estimation period of completing the questionnaires. Data was collected by use of questionnaires measured on nominal and ordinal scale as appropriate. The measurement levels determined they type of analysis for this study [6]; [9]; [12]. Data analysis in this study was analysed using descriptive and inferential statistics particularly frequencies, Spearman's rho correlation and ordinal regression.

RESULTS AND DISCUSSION

The findings of this study are presented on the basis of the study objective, the effect of remuneration on non teaching staff career change intention. The results of this study are presented in Table 1. Firstly, the findings show that majority of the respondents representing (92, 61%) perceived the pay they received as an indicator of job satisfaction negatively while (40, 26%) were positive.

Table 1. Frequencies of Remuneration in Relation to Job Satisfaction

Indicators of Remuneration	Rank	F	%
I am satisfied with the pay I receive			
	Positive	40	26
	Neutral	20	13
	Negative	92	61
	Total	152	100
The pay I get relates to the input I give this institution			
	Positive	22	14
	Neutral	24	16
	Negative	106	70
	Total	152	100
I am satisfied with the benefits/rewards from my job			
	Positive	38	25
	Neutral	16	10
	Negative	98	65
	Total	152	100
My pay coincides with my level of education			
	Positive	38	25
	Neutral	16	10
	Negative	98	65
	Total	152	100
The pay I get fully supports my needs			
	Positive	24	16
	Neutral	16	11
	Negative	112	73
	Total	152	100
Pay is in line with my future expectations			
	Positive	24	16
	Neutral	8	5
	Negative	120	79
	Total	152	100
I have had pay increases severally since I was employed			
	Positive	58	38
	Neutral	16	11
	Negative	78	51
	Total	152	100

Table 2. Spearman's rho Correlation Coefficient of Remuneration and Career Change Intention of non teaching staff

Remuneration indicators		Not considering making a career change	Considering making a Career change
Satisfied with the pay			
	Correlation	0.147	-0.268**
	P-value	0.072	0.001
Pay relation with input			
	Correlation	0.057	-0.168*
	P-value	0.489	0.038
Satisfied with rewards			
	Correlation	0.008	0.006
	P-value	0.924	0.939
Pay matches level of education			
	Correlation	0.311**	-0.243**
	P-value	0.000	0.003
Pay supports personal needs			
	Correlation	0.103	-0.145
	P-value	0.207	0.076
Pay in line with my future expectations			
	Correlation	0.155	-0.111
	P-value	0.056	0.056
Pay increases since employment			
	Correlation	0.092	-0.191*
	P-value	0.262	0.018

** Denotes Correlation is significant at the 0.01 level (2-tailed).
* Denotes Correlation is significant at the 0.05 level (2-tailed).

Equally, this contradicts what Sweet *et al*. [13], found out in their study that there is positive influence of pay satisfaction on job satisfaction and it can obviously be observed in every field of life. This could imply, that non teaching staffs were not satisfied with the salary they received from the university. In addition, majority of the respondents (106, 70%) perceived negatively pay received in relation to input as an indicator of job satisfaction to the university, while (22, 14%) were positive the pay received related to the input given to the university. The study findings could imply that non teaching staff perceived that they pay they received was not related to the nature of input they give to the university. Furthermore, majority of the respondents (98, 65%) perceived negatively benefits from the job as an indicator of job satisfaction, while (38, 25%) were positive. This contradicts the study by Lambert *et al*. (2001) who found that financial rewards have a significant effect on job satisfaction. The results could imply that non teaching staffs did not perceive rewards received as an indicator of job satisfaction. Consequently, they were dissatisfied with the benefits and rewards received from the university may be because it was no sufficient. Moreover, majority (112, 73%) perceived negatively pay fully supporting one's needs as an indicator of job satisfaction, while (24, 16%) were positive. This could imply that non teaching staff's pay did not cover their needs fully. The study findings also intimidate that majority of the respondents (120, 79%) were negative on their perception of pay received in line with their future expectations as an indicator of job satisfaction while (24, 16%) were positive. This contradicts what Robbins *et al*. [10] found that employees seek pay systems that are perceived as just, unambiguous, and in line with their expectations hence get satisfaction.The results could imply that non teaching staff perceived the salary received not to link with their future needs. Lastly, majority of the respondents (78, 51%) were negative that they had pay increases severally since the time of employment while (58, 38%) were positive.The findings contradict those of [1] who found that changes in compensation (increases or decreases) have concomitant effect on job satisfaction levels of employees The results suggest that non teaching staff had not had any pay increments since the time of employment hence did not perceive this as an indicator of job satisfaction. From the study findings it can be concluded that majority of the non teaching staffs did not perceive remuneration as an indicator of job satisfaction. This is because majority of the non teaching staffs were negative when perceiving the remuneration indicators as indicating job satisfaction. This could signify that most of them were not happy about the kind of remuneration they get and thus were dissatisfied with it.

Relationship between remuneration and non teaching staff career change intention

This study shows the relationship between remuneration and non teaching staff career change intention. The Spearman's rho correlation coefficient between remuneration and non teaching staff career change intention is presented in Table 2. The results firstly, show that remuneration indicators; pay received as perceived not to indicate job satisfaction had no significant relationship ($p>0.05$) with non teaching staff not considering making a career change. Consequently, pay received had a statistical negative relationship ($r_s = -0.268^{**}$ $p<0.05$) with non teaching staff considering making a career change. This could imply when pay increases non teaching staff consider not changing career. Thus the university should make sure that the pay they give to their employees should be consistent with what one does to avoid employee career change. This is because it's difficult to recruit a new member of staff. Thus the University should aim at looking for means and ways of retaining the existing ones like by paying staff fairly and reasonably. Secondly, pay received in relation to input given to the university was not perceived to indicate job satisfaction and had no statistical significant relationship ($p>0.05$) with non teaching staff not considering making a career change. The study findings indicate that pay received in relation to input given to the university had a significant negative relationship ($r_s = -0.168^{*}$ $p<0.05$) with non teaching staff considering making career a career change. This could imply that if the non teaching staff perceived the pay they received to be in line with the effort dispended to the University to be high, then the probability of making a career change would be low. In this case they would not consider changing careers. Thirdly, the results indicate that benefits from the job had no statistical significant relationship ($p>0.05$) with career change. The finding differs from those of Luthans [4], which suggest that salaries not only assist people to attain their basic needs, but are also instrumental in satisfying the higher level needs of people in their respective careers. Equally, pay supporting personal needs, and pay in line with future expectations as perceived not to indicate job satisfaction had no significant statistical relationship ($p>0.05$) with career change. The study findings suggest that benefits from the job, pay supporting personal needs and pay in line with future expectations had no relationship with career change. Fourthly, pay matching with education level as an indicator of job satisfaction had a statistical significant negative relationship ($r_s = -0.243^{**}$ $p<0.05$) with non teaching staff considering making a career change. This could imply that the higher the level of education, the less the chances of considering making a career change. Lastly, the results indicate that pay increases since employment had a statistical significant negative relationship ($r_s = -0.191^{*}$ $p<0.05$) with non teaching staff considering making a career change. This finding could imply that if non teaching staff felt they received more pay increases since the time of employment, then they would not consider changing career. In addition, this study alludes that when the university increase salaries to non teaching staff, they will not make career change.

Ordinal regression analysis of non teaching staff career change intention with remuneration

The results indicate firstly, that pay received had a negative effect on ($\beta= -2.026$ $p<0.05$) non teaching staff not considering making a career change. This could imply, though non teaching staff did not consider changing career, the pay they received had a negative effect on them. Thus the university should utmost ensure that they pay the non teaching staff reasonable salaries to get rid of the negative effect on not considering making career changes, which could otherwise result in non teaching staff considering making career changes. Secondly, pay in relation to education had a negative effect on ($\beta= -2.348$ $p<0.05$) non teaching staff not considering making a career change. The study findings could imply that as an individual staff's level of education increases, one tends to expect higher salaries as compared to the less educated. The study suggests that the university should pay employees basing on their qualifications so as to be able to retain their human resources. Thirdly, pay in line with future expectations had a positive effect on ($\beta= 1.998$ $p<0.05$) non teaching staff not considering making a career change. This could imply that non teaching staff perceived that the longer one stays in the university, pay will increase as a result of experience they accumulated leading to a positive effect on non teaching staff not considering making a career change. The ordinal regression analysis between non teaching staff not considering making career change with remuneration is presented in Table 3.

HYPOTHESIS TESTING: H_{01a}

H_{01a}: There is no statistically significant relationship between remuneration and non teaching staff not considering making a career change

In order to analyze this hypothesis, Table 3, indicates that, -2log likelihood of the model with only intercept is 424.336 while the -2log likelihood of the model with intercept with independent variables final is 360.525. That is the difference (Chi-square statistics) is 424.335-360.525=63.811 which is significant at $p<0.05$ shows there is an association between remuneration and non teaching staff not considering making a career change.

$$\text{phi} = \frac{63.811}{152}$$
$$= 0.419$$
$$= \sqrt{0.419}$$
$$= 0.647$$

Table 3. Ordinal Regression of Non Teaching Staff Not Considering Making a Career Change with Remuneration

				95% Confidence Interval		
Variables	Estimate	Std. Error	Wald	Lower Bound	Upper Bound	Sig
Threshold						
Not considering making a career change	-3.558	0.514	47.935	-4.565	-2.551	0.000
Location						
Pay received	-2.026	0.681	8.845	-3.362	-0.691	0.003
Pay relates to education	-2.348	0.783	8.988	-3.883	-0.813	0.003
Pay in line with future	1.998	0.900	4.928	0.234	3.762	0.026
Model	-2Log Likelihood		Chi-square			
Intercept only	424.336					
Final	360.525		63.811			0.000
R^2= 0.562						

Table 4. Ordinal Regression of Non Teaching Staff Considering Making a Career Change with Remuneration

				95% Confidence Interval		
Variables	Estimate	Std. Error	Wald	Lower Bound	Upper Bound	Sig
Threshold						
Considering making a career change	2.620	0.503	27.118	1.634	3.607	0.000
Location						
Pay received	1.566	0.525	8.898	0.537	2.595	0.000
Benefits from work	-1.980	0.770	6.621	-3.489	-0.472	0.010
Model	-2Log Likelihood		Chi-square			
Intercept only	391.277					
Final	311.978		79.299			0.000
R^2= 0.622						
Link function: Logit						

Equally, phi effect size of (0.65), refer to Table 5 shows that relationship between remuneration and not considering making a career change is strong. Equally, the R^2 value of 0.562 indicates that (56%) of the variance is statistically significant in explaining career change intention using the predictor. The Chi-square value which is significant at ($p<0.05$) level shows that remuneration plays a role in influencing non teaching staff career change intention. The results also show that the lower and upper bound for both dependent and independent variables does not contain a zero value. Hence the results indicate confidence (95%) that there is a significant change between remuneration and career change intention. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted showing that there is an association between remuneration and not considering making a career change. The results on the other hand indicate that the pay received had a positive effect (β=1.566 $p<0.05$) on non teaching staff considering making a career change. This could imply that salary received by non teaching staff was good hence the positive effect implying that they could earn even better salaries if they changed careers. The study findings intimidate that benefits and rewards from the job had a negative effect on (β=-1.980 $p<0.05$) non teaching staff considering making a career change. This could imply that non teaching staff considering making a career change perceived not to be satisfied with the rewards and benefits from the job. Thus the university should ensure employees are satisfied for example being paid over time thus motivating them. The ordinal regression analysis between non teaching staff considering making career change with remuneration is presented in Table 4.

HYPOTHESIS TESTING: H_{01b}

H_{01b}: There is no statistically significant relationship between remuneration and non teaching staff considering making a career change

In order to analyze this hypothesis, Table 4, indicates that, -2log likelihood of the model with only intercept is 391.277 while the -2log likelihood of the model with intercept with independent variables final is 311.978. That is the difference (Chi-square statistics) is 391.277 – 311.978= 79.299 which is significant at $p<0.05$ shows there is an association between remuneration and non teaching staff considering making a career change.

$$\text{phi} = \frac{79.299}{152} = 0.522 = \sqrt{0.522} = 0.722$$

Equally, the Phi effect size of (0.72), refer to Table 5, shows that the relationship between remuneration and non teaching staff considering making a career change is strong. In addition the R^2 value of 0.622 indicates that (62%) of the variance is statistically significant in explaining career change intention using the predictor. The Chi-square value which is significant at ($p<0.05$) level shows that remuneration plays a significant role in influencing non teaching staff career change intention. The results also show that the lower and upper bound for both dependent and independent variables does not contain a zero value. Hence the results indicate confidence (95%) that there is a significant change between remuneration and career change intention. Thus, the null hypothesis is rejected and the alternative hypothesis is accepted showing that there is an association between remuneration and considering making a career change.

Table 5. Cut off Points to Measure the Strength of the Relationship

Effect Size	Strength of Relationship
< 0.1	Weak
< 0.3	Modest
< 0.5	Moderate
< 0.8	Strong
> 0.8	Very Strong

Source:Muijs Daniel (2008).

Conclusion

In conclusion, the purpose of this study was to identify the effect of job satisfaction on non teaching staff career change intention. Besides that, this study presents solutions to some of the issues regarding job satisfaction and how to reduce career change intentions among the

non teaching staff of Moi University. This was important since satisfaction with one's job can affect not only motivation at work but also career decisions, in that if people are dissatisfied, they tend to consider changing careers and look for other jobs. Those who work in a profession that is extremely demanding and sometimes unpredictable can be susceptible to feelings of uncertainty and reduced job satisfaction. The study findings indicate that Moi University needs to improve on the aspect of remuneration. The study shows remuneration as the critical indicator of job satisfaction as perceived by non teaching staffs in Moi University Eldoret Municipality, Kenya. Thus the latter indicator needs to be critically analyzed so as to improve non teaching staffs' job satisfaction and as a result reduce chances of employee career change.

Recommendations

1.An effective human resource strategy be placed so as to put more emphasis on remuneration in order to reduce career change and enhance job satisfaction.
2.Institutions should consider the use of monetary incentive programs to motivate good performance, and place more emphasis on performance-based remuneration to reduce career change.

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